

OTE 81-1035

21 April 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM: [REDACTED]
Director of Training and Education

SUBJECT: Future of the Center for the Study of Intelligence

1. Attached hereto is a Memorandum For The Record covering the proceedings of the 10-11 April meeting of the Board of Advisors to the Center for the Study of Intelligence. As noted in the memorandum, the Board did not concur in my recommendation that the Center be closed and that "Studies in Intelligence" be transferred to the staff of the Agency Historian. The following Board members attended the meeting:

Dick Lehman
Chairman, National Intelligence Council

[REDACTED]
Former Deputy to the DCI for Collection Tasking

[REDACTED]
Inspector General

[REDACTED]
Director of Political Analysis

[REDACTED]
Director of Economic Research

[REDACTED]
Chief, Audit Staff

[REDACTED]
Director, Center for the Study of Intelligence

[REDACTED]
Director of Training and Education

[REDACTED]
Editor, Studies in Intelligence

SUBJECT: Future of the Center for the Study of Intelligence

2. Quite obviously this group of senior officials considers the Center an important Agency activity and favors an increased commitment to it by Agency management. I recommend that this be a DDA-initiated subject for ExCom discussion.



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Attachment:
a/s

20 APR 1981

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting of the Board of Advisors to the Center
for the Study of Intelligence

The Board of Advisors to the Center for the Study of Intelligence met on 10 and 11 April to consider a proposal advanced by the Director of the Office of Training and Education to close the Center and transfer responsibility for producing the quarterly, "Studies in Intelligence", to the Agency Historian.

The DTE supported the existence of the Center in principle but felt that the Deputy Directors had not lent it sufficient support, particularly in the matter of assigning quality people to the Center. Under these circumstances he felt that the four slots blocked by the Center could be better used elsewhere.

The Board felt that the Center had amply demonstrated its usefulness through its finished products and seminars. The Board, therefore, strongly opposed closing the Center and recommended instead a reinvigorated and expanded program.

The Board, whose membership is the same as that of the Editorial Board of "Studies," made several recommendations to accomplish this and believes these recommendations should be brought before the Executive Committee.

They include the following:

- The DCI fellowship program should be eliminated. A more flexible system should be adopted whereby officers are assigned to the Center by the Deputy Directors or their representatives for varying amounts of time depending upon the project to be completed.

- The Deputy Directors should be made ex officio members of the Board. They, or officers designated by them, could help identify officers capable of writing articles proposed for "Studies" and, when appropriate, assign these officers to the Center on brief TDYs to complete the articles.

- Projects to be done in the Center should be vetted in advance with the component most directly concerned.

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for the Study of Intelligence

- Assignments to the Center and their duration should be negotiated by the Director of the Center adhering to guidelines set by the Board of Advisors.
- The Board should meet more frequently to monitor Center activities.
- Assignment to the Center and successful completion of a project should be identified as career enhancing.
- Every officer engaged in a project should have a mentor to assist him with the terms of reference, to establish benchmarks and to ensure follow up.
- The complement of the Center should be brought to full strength so that an experienced officer will be available to manage an expanded seminars program.
- The Center should establish close ties with the Executive Committee to ensure that its research projects are responsive to the Executive Committee's concerns.
- The Center should establish close links with designated individuals who attend their Directorate's staff meetings to keep abreast of each Directorate's activities and concerns.
- The Center's personnel should continue their close association with the Senior Officer Development Course.
- The bimonthly NFAC publication, Contra, currently produced by Center personnel, should be closely monitored by the Center to ensure that it does not duplicate "Studies", in which event the two publications should be merged.

[Redacted Signature Box]

Director, Center for the
Study of Intelligence

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